



## ANNUAL REPORT PROM A PROJECT DRIVEN TO A VISION DRIVEN ORGANIZATION

# A NOT-FOR-PROFIT ORGANISATION WORKING ON COLLABORATIVE PEACEBUILDING

### **FUNDERS/PARTNERS**































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#### **EDITORIAL TEAM**

- 1. Queeneth Tawo
- 2. Vincent Azumah
- 3. Francis Acquah-Aikins
- 4. Kwesi Enchill
- 5. Mfrekeobong Ukpanah

### **ADVISORY TEAM**

- 1. Chukwuemeka B. Eze
- 2. Esther Gordon-Mensah
- 3. Diana Adodoh

### **ABOUT WANEP**

The West Africa Network for Peacebuilding (WANEP) is a leading Regional Peacebuilding organisation founded in 1998 in response to civil wars that plagued West Africa in the 1990s. Over the years, WANEP has succeeded in establishing strong national networks in every Member State of ECOWAS with over 550 member organisations across West Africa. WANEP places special focus on collaborative approaches to conflict prevention, and peacebuilding, working with diverse actors from civil society, governments, intergovernmental bodies, women groups and other partners in a bid to establish a platform for dialogue, experience sharing and learning, thereby complementing efforts at ensuring sustainable peace and development in West Africa and beyond.

In 2002, WANEP entered into a historic partnership with the Economic Community of West African States (ECOWAS) in the implementation of a regional early warning and response system (ECOWARN). A memorandum of understanding between WANEP and ECOWAS was signed in 2004 for five years, and has consistently been renewed. The MOU is currently running for another 5 years – 2014 to 2019. This partnership constitutes a major strategic achievement for WANEP and West Africa civil society as it offers the much desired opportunity to contribute to Track I response to conflicts and policy debates.

At the continental level, WANEP is a member of the Peace and Security cluster of the African Union's (AU) Economic, Social and Cultural Council (ECOSOCC) representing West Africa and also chair the thematic cluster on peace and security in the AU-EU Joint Strategic partnership. At international level, WANEP has a Special Consultative status with the United Nations Economic and Social Council (ECOSOC) and is the West Africa Regional Representative/current Chair of the Global Partnership for the Prevention of Armed Conflict (GPPAC). WANEP provides professional courses in conflict prevention and peacebuilding informed by several years of practical experience to governments, businesses, and practitioners throughout the region and beyond. Underlying its work is a commitment to professionalism and a dedication to a world of mutual respect, tolerance and peace.



#### VISION

"West Africa region characterized by just and peaceful communities where the dignity of the human person is paramount and where the people can meet their basic human needs and decide their own direction".



#### **MISSION**

To "enable and facilitate the development of mechanisms for cooperation among civil society-based peacebuilding practitioners and organisations in West Africa by promoting cooperative responses to violent conflicts; providing the structure through which these practitioners and institutions will regularly exchange experience and information on issues of peacebuilding, conflict transformation, social, religious and political reconciliation; and promoting West Africa's social cultural values as resources for peacebuilding."



## OPERATING PRINCIPLES AND VALUES

- Belief in mutual respect for one another;
- Transparency and accountability;
- Gender equality and zero tolerance to discrimination (sex, tribe/ethnicity, race, HIV-AIDS status, etc.);
- Collegiality, teamwork and dedication to duty;
- Tolerance and respect for diversity;
- Justice for all;
- Quality delivery;
- Collaboration and consultation



#### STRATEGIC OBJECTIVES

- Strengthen the capacity of peacebuilding organisations and practitioners in West Africa to engage actively in the transformation of violent conflicts through the use of non-violent strategies
- Develop a conflict prevention mechanism in West Africa to monitor, analyse and respond to conflicts
- Engender peacebuilding policy and practices in West Africa
- Promote a culture of non-violence and social responsibility among young people in West Africa
- Strengthen the conceptual base of WANEP programmes through research, documentation and Monitoring and Evaluation
- Enhance policy formulation and influence on peace and human security through regional and international linkages and advocacy

## MESSAGE FROM THE GOVERNING BOARD



MR. MICHEL MIAN BOARD CHAIR



DR. LYDIA UMAR



DR. CHRISTIANA THORPE BOARD MEMBER



MME. FATOUMATA BATOKO-70SSOU BOARD MEMBER



PROFESSOR ISAAC ALBERT BOARD MEMBER





MR. SETH KLUVIA BOARD MEMBER

This General Assembly is significant in the history of our institution in many and different ramifications; firstly, this Assembly marks the end of my tenure as Board Chair and as Board member and ushers in a new vibrant and very professional Board. Secondly, our Executive Director's tenure ended officially in December 2014 and this Assembly provides opportunity for his ceremonial handover to yet another team that assures us of continuity and proficiency; thirdly, we are beginning the implementation of a five year strategic plan that has been thoughtfully designed to meet the current challenges of peace and security in our region and continent and to move WANEP from a program driven to a vision driven institution.

I therefore take this opportunity to reflect on some iconic attainments of the board in the last few years and also on the main factors for the success of the outgoing Board with a view to motivating WANEP's future engagements. Like every normal human being, we started our administration with some trepidation. We were determined to take WANEP to greater heights but as the leader of the team and a businessman, I knew that wishes are not like horses you can buy in the market place. Unexpected outcomes should be welcomed in any human venture. I have been extremely lucky that nothing happened during my administration that damped our resolve to make WANEP one of the best in the world. We all worked hard and broke new grounds in programming, financial mobilization, and project implementation with objectively verifiable outcomes. Not all Board and Board chairmen are this

The West African region has continued to contend with different forms of conflict issues. These include violent extremism and religious fundamentalism, agro-pastoralist conflict, communal conflicts, electoral tension, targeted killings among others. The Boko haram crisis and violent conflict between farmers and herdsmen makes Nigeria a major trouble spot in the region. In the Mano River Countries of Guinea, Liberia and Sierra Leone, the Ebola disease continues to claim several hundreds of human lives in a manner that challenges us to now take health security more seriously. WANEP responded to each of these problems under its project entitled "Strengthening the ECOWAS Conflict Prevention Framework (ECPF) through National Architecture for Early Warning and Early Response in West Africa" supported by the governments of Austria, Denmark and Sweden. This is in line with its mandate of supporting ECOWAS and AU in the promotion of peace and stability in the region. Other donors at our National Networks and at the regional office complemented this through their generous support.

In addition to accomplishing most of the tasks we set for ourselves in 2014, WANEP has successfully developed its strategic plan 2015-2020 which the Board has now passed after a painstaking interaction with the Consultant that drafted the document as well as the management team to implement it. The Board takes pride in the fact that the strategic plan has been inclusive in process and promising in outcome. The main goal of the new strategic plan is to truly transform WANEP from being programme-based to becoming a vision-driven organization. The highlight of the new strategy includes the need to strengthen national early warning and response systems in the region; develop/ build capacity of citizens for peacebuilding; promote the utilization of research for peace and security; mainstream gender in peacebuilding most especially in the context of the UNSC Resolution 1325; and ensure institutional and financial sustainability of WANEP at regional and national levels.

"I worked with a professional board that gave me all the needed intellectual and logistical support. I worked with a management team that any 21st century global body would like to have. In partnership with the management team, we have successfully transformed WANEP into a global brand sought after by those with the heart and eye for quality service."

As you would find in the past Annual Reports of WANEP, there was no year in which I had any cause to regret the workings of our dear organization. I worked with a professional board that gave me all the needed intellectual and logistical support. I worked with a management team that any 21st century global body would like to have. In partnership with the management team, we have successfully transformed WANEP into a global brand sought after by those with the heart and eye for quality service. This is readily testified to by the improved partnership between WANEP and AU and ECOWAS, the improvement on WANEP systems and procedures (including the improvement in the quality and timeliness of national network financial and narrative reports following the stringent measures adopted and approved by the board) as acknowledged by a USAID System Audit report which has created the opportunity/possibility for WANEP to now receive direct funding support from USAID.

WANEP's past is now history; the present is rosy and the future holds great promises. But as we celebrate WANEP, we implore all our partners to support us as we manage our leadership transition at both management and board levels. Mr. Emmanuel Bombande, who served with great honesty and efficiency, informed the Board



WANEP AND ACCORD AT THE OAU/AU 50TH ANNIVERSARY CELEBRATION

about his decision to go into retirement having served as Executive Director for 10 years. In accordance with the approved succession and transition plan of WANEP, the Board established its criteria for the replacement of the Executive Director and the Program Director. In a seamless manner, Mr. Chukwuemeka Eze, the current Program Director was appointed and elevated by the Board to assume leadership as the new Executive Director and Mrs. Levinia Addae-Mensah; hitherto Director of Plans and Programs at Kofi Annan International Peacekeeping Training Center as the Program Director beginning January 2015. Let me use this opportunity, on behalf of the Board, to heartily thank Mr. Bombande for his service to Africa. He worked very hard for WANEP to come to where it is today. I salute all the management staff and National Network Coordinators of WANEP that made Bombande to be that successful: he did not achieve it all alone.

Mr. Eze was the right hand man of Bombande and they worked as a real team. Indeed, both of them together with the management team and all the staff should share the glory of whatever WANEP is today under this current leadership. I therefore entertain no doubt that under the leadership of Eze, WANEP will acquire new energy for making the West African region a better place for us all. I wish Eze the best as the new team leader of WANEP in his capacity as Executive Director.

I salute the commitment and courage of my fellow board members who indeed are outstanding professionals in their respective fields. The decision to have a professional board was a bitter pill that WANEP was forced to swallow as a result of its growth and the need to reposition the institution. But today, it is one of the secrets for WANEP's outstanding performance. In practice, this management model means that board members were not just handpicked or whimsically chosen. They were recommended based on their professional competences and track records. With such a facility, every decision we took on the board of WANEP resulted from the best of professional reasoning and

advice. I took several lessons from it as a businessman. Having experimented successfully with this model, WANEP is now in a position to mentor other civil society organizations across the African continent on it.

In the course of our service, the following members of WANEP's Board got these awards and recognitions:

Dr. Lydia Umar: Appointed a Member of the Governing Council of the Kaduna State University in Kaduna, Nigeria.

Mr. William Awinador-Kanyirige: (i) Appointed Deputy Representative of Ghana to the UN and (ii) appointed the Ghanaian Ambassador to Nigeria and ECOWAS.

Dr. Christiana Thorpe: Successfully completed her tenure as the Chair of Electoral Commission of Sierra Leone and Chair of the ECOWAS Election Managers Network. She won the 2014 Joe Baxter Award of IFES.

Prof. Isaac Olawale Albert: (i) Given the Peace and Security award of the Kofi Annan International Peacekeeping Training Centre, Accra, Ghana in June 2013 (ii) Appointed a Federal Delegate to the 2014 National Conference of Nigeria in April 2014 and (iii) Appointed as a member of the Presidential Committee to Review Nigeria's Defence Policy in November 2014.

As the Board Chair, I was also awarded the prestigious Fellow of the Society for Peace Studies and Practice of the University of Ibadan.

These external endorsements are a living testimony to the fact that WANEP worked with the best and will continue to work with the brightest in the West African region. In ending this Board report, I want to thank all our partners (past and present) especially the Joint Financing Agreement (JFA) team comprising of Austria, Denmark and Sweden for their support in the sustenance of the WANEP vision and thank you all for allowing me to lead such a brilliant team. I welcome WANEP to 2015.



### MANAGEMENT REPORT



MR. EMMANUEL BOMBANDE

2014 has been very exciting and challenging and offered us the opportunity to reflect on the future of our institution. Noteworthy to highlight is that after a great deal of shared thinking, consultation and refinement, WANEP finalized a new Strategic Plan (2015 to 2020) that will guide the work for the next five years. In my first Management report in 2005, WANEP had undergone a restructuring of the Institution with a new strategic plan put in place to build the bridge towards sustainability. Ten years later, a new strategic plan is now aimed at transforming the institution from a 'project driven to vision driven' Organization. It is WANEP's fourth Strategic Plan but uniquely, it is the first Plan to bring all parts of the network together behind the same development objectives. In the past, each National Network had its own distinct Strategic Plan and this made results uncoordinated and in some instances difficult to attribute. We are now bonded along the same focus, the same vision and the same goal and more importantly with the mindset of supporting our intergovernmental organizations (ECOWAS and AU) and the member states in onerous but collective efforts of peace and security.

In the next five years, WANEP anticipates to put in place practical measures that will forge the link between early warning and response at community, national and regional levels and promote coordination between different actors by strengthening community level analysis and feedback mechanisms to respond to conflicts. More than ever before, WANEP is now positioned to provide quality and credible early warning data counting on its human resource capacities and spread in the communities, which provides it with a deeper understanding of the prevailing community dynamics.

In regards the transition in leadership, WANEP instituted a succession and transition plan aimed at strengthening the institution and providing benchmark

At a personal level, this report undergirds the significance of the WANEP Story in West Africa. This is my last report as the Executive Director of WANEP. It is also the report that marks the transition of leadership from the time of the founding of WANEP to next generation of leadership. Looking back at the efforts in 1996 and 1998 when WANEP was conceived and formally started operations respectively, I can say with all sense of humility that I am gratified and indeed delighted with our contributions to reshaping the landscape of peace and security in West Africa, in Africa and at the international level. It all started as an idea to take ownership and responsibility of responding to West Africa's challenges following the vicious civil wars that plagued the region in the early 90s. That seed that was sown has now emerged into a brand that all could vouch for its professionalism and expertise in peace and security.

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for good governance within CSOs. The succession plan has a roadmap of growth from within the organization and the sustenance of institutional memory. After over a decade of team leadership as the Executive Director of WANEP, it is now most appropriate as the time has come for me to step aside and provide my support to a new leadership that will translate the current strategic plan into reality, bring to fusion the vision of WANEP and take it to a higher level.

This management report appropriately serves as my leave-taking and farewell exhortation. It has truly been a privilege to serve in the role of co-founding, first Director of Programs and the second Executive Director of WANEP. I am most grateful to the Board of WANEP for the opportunity and great support in service to the contributions to the peace and stability of West Africa through WANEP. I have always believed in collegial leadership and that is why I am truly grateful to my colleagues on the management and all staff for incredible support, encouragement and confidence in my leadership. The last 15 years at the helm of affairs in WANEP have truly been fulfilling. The best environment for learning in peacebuilding practice and international cooperation with the valuable experience thereof has been provided by WANEP.I will forever cherish this.

Just as in many institutions experiencing growth, we have had to deal with institutional challenges over the past years, in which a number of important events and challenges occurred. From the various crises in



CHUKWUEMEKA B. EZE PROGRAMMES DIRECTOR



**ESTHER GORDON- MENSAH** ADMINISTRATIVE MANAGER



**GISELE VEDOGBETON** FINANCE MANAGER

the region to the very many challenges of nurturing a young African institution amidst perceptions of ineptitude, lack of transparency and unprofessionalism, we have responded to these challenges and used every challenge as an experience to strengthen our resolve for African Solutions to African Problems, while providing the impetus and platform to become stronger and with the conviction that we can make the difference. I commend all the member organizations, national networks, staff at all levels, the national boards and the Regional Board of WANEP. I salute the tenacity of our partners who have stood by us all these years, and lask for continued support for WANEP. The strategic position of WANEP today in West Africa is significant in overcoming the challenges of strife, instability, extremism and

Overall, I must say that my 15 years as a cofounder of WANEP and your representative at various for a have given me a much better perspective about the prospects of Africa. I step aside as the Executive Director today feeling more optimistic about the future of WANEP and of Africa, but this does not mean that I do not see the major challenges that remain. I think that our core partners have been very helpful to the continent, and they should remain engaged in helping WANEP to accelerate the implementation of this current strategic plan, our policies and the measures needed to transform WANEP into a vision driven professional institution. The successful implementation of these reforms will determine not only the future of WANEP but also of Africa as a whole in the quest for

faster growth and successful integration into the global economy.

Another issue on which I wish to make a brief comment and reemphasize is the need for WANEP National Networks to embrace the new wave of changes in the professionalization institution; the governance systems of our boards and how we manage WANEP on a daily basis. We have had representative boards in the past and we have experimented with professional boards. I will continue to appreciate our current board for the high level of professionalism and expertise they brought to bear on the activities of the network. We would not have achieved 50% of what we achieved but for the support of our Board.

This is also the time to appreciate colleagues as I look back to my leadership in WANEP and what we have accomplished together. I mention my former colleague and co-founder who served as first Executive Director, Mr Sam Doe in much appreciation of our collective efforts that has brought WANEP to where it is today. I owe a large debt of gratitude to my mentor, great teacher and inspiration who is humble but stands very tall in the peacebuilding community globally; Professor John Paul Lederach. He opened the doors for us in academics, the entry into the field and grant making to establish WANEP. It will be difficult to list all the names we must appreciate. I must however express much appreciation to Professor Hizkias Assefa, Cynthia Sampson, Lisa Shirch and the great people of the Centre for Justice and

Peacebuilding of the Eastern Mennonite University. I pay tribute to the high quality and professionalism of WANEP staff. Their depth of knowledge, initiative and understanding has always been impressive.

Let me use this opportunity to wish my brother and good friend – Chukwuemeka Eze a very successful and exciting career as the Executive Director of WANEP. I know him very well and his capabilities as WANEP-Nigeria National Network Coordinator and later Director of Programs. I have no doubt in my mind that together with his team, upholding our principles, the sky is the limit of WANEP.

Finally, let me thank all of you for your friendship and the honour of having worked with you. As for me, one part of a very challenging and illuminating experience is coming to an end, one that I will treasure for the rest of my life. In closing, let me echo Saint Paul that "I have run with perseverance and have finished the race". Whether I have finished the race successfully or not is not for me to say.

Happy New Year and God bless Africa!

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## WANEP 2015–2020 STRATEGIC PLAN AT A GLANCE

The strategic plan of WANEP for the period 2015 – 2020 seeks to transform the organization from program-based to a VISION-DRIVEN one. In this regard, WANEP seeks to become a capacity building, Think Tank and a research-based advocacy organization in addition to its traditional competence as a professional and implementing partner to ECOWAS in the ECOWAS early warning and early response mechanism. Our priorities and vision are set out below;

STRATEGIC PRIORITIES	OUR FOCUS	OUR GOAL
National Early Warning and Response Systems are functional in all Member States and linked to ECOWAS Early Warning and Response System	Strengthen national early warning and response systems in the region	An established and functioning early warning and response system in all the 15 ECOWAS member states leading to improved links between early warning and early response at the national and regional levels
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Citizen capacity is developed and deployed in peacebuilding and conflict prevention interventions at community, national and regional levels	To build/develop citizens' capacity in peacebuilding and conflict prevention to handle local level responses; and report promptly to NEWRS and ECOWAS-EWRS	WANEP's partnerships and relationships are formalized in addition to its traditional competence as a professional and implementing partner to ECOWAS in the ECOWAS early warning and early response mechanism;  Peacebuilding and conflict prevention structures established
		in collaboration with other CSOs and local authorities including national governments, intergovernmental organisations, traditional rulers and faith-based organizations
	MANIEN	
Research results are utilized in policy advocacy to promote peace and security	WANEP's research capacity is enhanced and formalized with notable think-tanks, academia and research institutes to promote the utilization of research for peace and security	The organization transforms into a Think-Tank and Research Advocacy resource in the region to influence policies and contribute to global discourse in peace and security especially in the African continent
Gender capacity in peacebuilding and conflict prevention is developed and deployed at community, national and regional levels	Mainstream gender in peacebuilding and conflict prevention especially in the context of the UNSC Resolution 1325 at regional, national and local levels to address the peculiar needs of women in conflict	Gender policies are adapted and mainstreamed into national peacebuilding and conflict prevention programs
Institutional and financial sustainability of WANEP (National Networks & Regional Secretariat) ensured	Put in place an innovative Business Plan to guide WANEP's transformation from a Project Driven Organization to a Vision Driven one	WANEP is transformed from a project-based organization to a sustainable vision based regional organization

## PEACEBUILDING PRACTICE: STRAINS AND STRIDES IN 2014

The West Africa region continues to face diverse human security challenges ranging from communal crises, violent extremism and religious fundamentalism, to political violence, piracy and maritime crimes and insecurity. In the face of these daunting challenges, WANEP initiated and took strategic actions in complementarity with relevant stakeholders including ECOWAS in fulfilment of its mandate of ensuring sustainable peace in the region. These strides were highly appreciated by our key partners and relevant stakeholders and earned WANEP enormous recognition regionally and internationally

Recently, the deadly Ebola viral disease (EVD) hit the region, further exacerbating an already fragile situation. More than 5,000 people have already died since the outbreak of the virus mostly across the Mano River Union countries of Guinea, Liberia and Sierra Leone where it first manifested and extended across the region and globally. Ebola is described as the world's deadliest disease with no cure or vaccine and is further aggravated by the porosity of borders in the region and poor medical infrastructure. On August 8, 2014 the World Health Organization (WHO) declared Ebola "a global health emergency" and issued a roadmap to scale up international response in the worst affected countries. In response to the Ebola outbreak, governments in the region imposed stringent measures including ban on international meetings, closure of borders, rigorous checks at borders etc. The spread and transmission of Ebola and its devastating impact on lives and livelihoods in the region simply reiterated the fact that the borders in West Africa are merely artificial.

While Ebola takes its toll and threatens the human security of the entire region, there is an upsurge of violent extremism especially in the Northern states of Nigeria where violent attacks by the Boko Haram insurgents on defenseless communities have become the order of the day. On April 14, 2014 the group abducted over 200 schoolgirls from Chibok Community

in Borno State and till date, their whereabouts remain unknown. More troubling is the corresponding rise in the spate of bomb attacks by female suicide bombers leading to speculations in some quarters that the abducted girls may have been used to carry out these attacks. In Northern Mali, insurgents have been launching attacks on innocent citizens despite the commencement of peace talks with the Malian government hosted by the Algerian Government. The increasing spate of insurgency called for creative solutions, thus WANEP reviewed its National Early Warning System (NEWS) indicators to incorporate trends and patterns of violent extremism in the region and developed 16 new indicators to address violent extremism especially in Nigeria and the Sahel region respectively.

Political tension, inter and intra communal feuds remained a challenge to peace and security in the region in 2014. In October, violence erupted in Burkina Faso during a protest against the planned vote by parliamentarians to amend Article 37 of the Constitution, which would have allegedly paved way for President Compaoré to contest the 2015 elections. This regrettable incident could have been avoided. In a policy brief released in March 2014 and titled; "Burkina Faso's Test of Resilience and Democratic

WANEP continued to explore new partnership opportunities while strengthening existing ones in line with its mandate of collaborative approaches to peacebuilding. The standing Memorandum of Understanding (MOU) with ECOWAS was renewed during the year. WANEP and the Kofi Annan International Peacekeeping Training Centre (KAIPTC) reaffirmed their commitment to peace and stability in the region with the signing of another five-year MOU early in the year.



MR. BOMBANDE PRESENTING THE RENEWED WANEP - ECOWAS MOU

Stability: The 2015 Political Dynamics and Drifts", WANEP had called attention to the seething political crisis building up around the controversies over alleged constitutional amendment plans in the country. All the recommendations given as a worst-case scenario in Burkina Faso were not addressed.

On behalf of the Friedrich-Ebert-Stiftung (FES), I would like to thank Mr. Chukwuemeka Eze for the moderation of the Abuja Debate on "Ebola as a Threat to Human Security and Statehood" on 16th October 2014 at Transcorp Hilton. We have appreciated Mr Eze's excellent moderation and insightful contributions during the plenary debate and the Q&A. His professional preparation and conduct of the proceedings allowed for a very high impact. We are looking forward to continuing the fruitful collaboration between our institutions.

-Felix Henkel Coordinator Regional Office West Africa Friedrich-Ebert-Stiftung (FES)

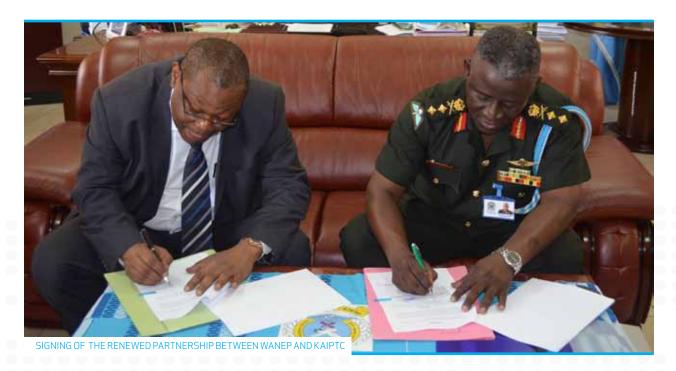


EBOLA SENSITIZATION CAMPAIGN IN LIBERIA

Undoubtedly, these challenges made very significant impact on WANEP plans and programming, causing the organization to re-strategize in its thinking and direction. Due to the Ebola outbreak and subsequent ban on international meetings, the 2014 WAPI training session originally planned for september had to be rescheduled to March 2015; however, WANEP issued a press statement to draw attention to the impact of the disease on the lives and livelihoods of the region and called for a holistic action to contain the threat. WANEP supported the national networks through the Women in Peacebuilding program (WIPNET) across the 15 ECOWAS member states to carry out series of sensitization activities on preventive measures against Ebola and is providing regular updates about the pandemic through its highly developed and well-equipped Peace-Monitoring Centre (PMC).

Capacity building remains the cornerstone of WANEP's effective response to the growing threats to peace and security in the region. During the year under review, series of capacity building activities were undertaken in line with WANEP's strategy of institutional strengthening. Community Monitors and National Analysts from the 15 national networks were retrained during the year in the continuous efforts of ensuring timely and quality data collation and effective analysis of early warning products through the NEWS platform. With over a decade experience in monitoring and analyzing elections and electoral processes in West Africa, WANEP established Election Situation rooms in Nigeria, Cote d'Ivoire and Burkina Faso in preparation for the 2015 upcoming elections in those countries, developed indicators for monitoring violent extremism that usually escalates during the electioneering processes and trained representatives of Election Management Bodies (EMBs).

WANEP continued to explore new partnership opportunities while strengthening existing ones in line with its mandate of collaborative approaches to peacebuilding. The standing Memorandum of Understanding (MOU) with ECOWAS was renewed during the year. WANEP and the Kofi Annan International Peacekeeping Training Centre (KAIPTC) reaffirmed their commitment to peace and stability in the region with the signing of another five-year MOU early in the year. WANEP in collaboration with the Global Partnership for the Prevention of Armed Conflict (GPPAC) of which WANEP is the West Africa Regional Representative and the Human Security Collective (HSC) is currently implementing a project on Human



Security in Mali and working with diverse partners across other national networks in implementing various peacebuilding projects.

WANEP's mandate in promoting cooperative responses to violent conflicts and building sustainable peace in the region in collaboration with diverse actors received much attention. In confirmation of its enviable position as the leading peacebuilding organization in West Africa, WANEP was nominated to hold a regional consultative meeting as well as co-present the consolidated report of the regional consultations held in commemoration of the African Union 50th Anniversary and the 10th Anniversary of the Peace and Security Council. Other accolades included the recognition of WANEP as a Top Defense and National Security Think Tank by the University of Pennsylvania under its Think Tank and Civil Society Program, more visibility in the media as an agenda setter in peacebuilding and recognition on international platforms.

Improved collaborative practices and engagements between WANEP, national governments, and regional intergovernmental bodies as well as greater visibility on social media platforms illustrate the giant strides made by the organization at the national, regional and global levels. In June 2014, WANEP addressed the United Nations Security Council General Assembly on the need to integrate human security approaches in the stabilization efforts of the Republic of Mali. WANEP's recommendations to major partners and

key stakeholders including the Government of Mali, civil society, the international community, the United Nations and all member states formed part of response to the third report of the UN Secretary-General and the post-2015 development framework of the General Assembly's Human Security Resolution.

The Ivorian Government commended WANEP for its contribution to peace and security in the region and the outstanding work it is doing in Cote d'Ivoire. The commendation was made by the Permanent Representative of the Republic of Cote d'Ivoire to the United Nations (UN), His Excellency Mr Youssoufou Bamba in a speech he delivered at the 68th Special Session of the UN General Assembly held in New York in September 2014.

Relevant partners and key stakeholders have also been expressing appreciation to the contributions of WANEP on the peacebuilding arena and testifying to the expertise of WANEP's highly skilled staff. For instance, WANEP Program Director facilitated a debate on Ebola organized by Friedrich-Ebert-Stiftung (FES) in Abuja and was highly acknowledged.

## SUSTAINING REGIONAL AND NATIONAL PEACEBUILDING INITIATIVES



 ENHANCING CAPACITY OF PEACEBUILDING ORGANIZATIONS AND PRACTITIONERS FOR EFFECTIVE CONFLICT PREVENTION

## 1.1. WANEP REPOSITIONS FOR EFFECTIVE PROGRAMMING

In the reporting period, WANEP commenced its repositioning process from project-based organization to vision-driven with the development of a new Strategic Action Plan covering the period 2015 to 2020. The new plan, which is the fourth in the life of the organization, is the first plan to bring all parts of the network together under the same development objectives, vision and goal. The new plan will consolidate the current plan (2010 - 2014) which is focused on the establishment of national early warning systems in the 15 ECOWAS member states as well as ensure that WANEP remains relevant to ECOWAS, AU and member states in the peacebuilding continuum. This is a marked deviation from the past where each National Network had its own distinct Strategic Plan which presented difficulties in coordinating project results and achievements.

The strategic plan development process was a collective and interactive exercise which commenced at a Participatory Review and Analysis Processes (PRAPs) meeting in February under the theme; "Sustaining WANEP's Institutional Capacity for Conflict Prevention in West Africa," facilitated by a seasoned organizational development consultant, Rev. John Nkum. The meeting created opportunities

for deepening relationships between the National Networks and Regional Secretariat and allowed staff to reflect on the future of WANEP by exploring how to better utilize the organizations' strengths, weaknesses and opportunities (SWOT). The mission, vision and values of WANEP were reviewed during this process and the organization's standard operating processes harmonized.

## 1.2. STAFF CAPACITY AND PROFESSIONAL DEVELOPMENT

Under the organizational capacity building programme, nine WANEP staff (3 female and 6 male) benefited from various trainings in peace and security and research methodologies during the year. This included four staff comprising two from the Regional Secretariat and one each from National Network Secretariats of Cote d'Ivoire and Sierra Leone respectively who participated in the 2014/2015 Peace and Security (PASA) programme organised by the Department of Peace and Conflict Research of Uppsala University, Sweden and the African Centre for the Constructive Resolution of Conflict (ACCORD), and supported by the Government of Sweden.

The program is designed to increase participants' knowledge on issues relating to peace and security in Sub-Sahara Africa and enhance the capacity of continental and regional organizations to prevent, manage and resolve armed conflict. The ECOWAS Liaison officer and WANEP Ghana Data Analyst received partial support for master's programmes in peace and conflict studies.



In accordance with ECOWAS/WANEP terms of partnership, WANEP Liaison Officer at the ECOWAS Commission in Abuja has been facilitating the interface between ECOWAS, WANEP and other CSOs on issues of peace and human security. The maintenance of the WANEP Liaison office represents a significant milestone for WANEP and provides the needed platform for CSOs in complementing the peace and security agenda of ECOWAS through early warning and response.

**Training on M & E:** In recognition of the critical role of monitoring and evaluation in peacebuilding programming, four WANEP program staff (three from the regional and one National Network staff) benefitted from a Quantitative and Qualitative Research and Evaluation training organized by USAID, University of Pittsburgh and The Mitchel Group, TMG. The pilot training is designed specifically to enhance local capacity of first-tier NGO and research partner organizations on monitoring and evaluation with emphasis on qualitative and quantitative approaches. WANEP's Regional Coordinator for Monitoring and Evaluation also served as a resource person in the training. WANEP deems this capacity development opportunity very crucial as it enhances professionalism and technical capabilities in programming, research, planning, Monitoring and Evaluation for staff development, organisation growth and sustainability.

#### 1.3. HUMAN RESOURCE MANAGEMENT

A key attainment in the review year is the integration of a succession plan into the organization's Strategic Action Plan, to guarantee hitch-free transitions and

good governance. WANEP is already operationalizing this transition plan at the regional secretariat as the current Executive Director prepares to hand over the mantle of leadership to the current Program Director in January 2015 while a new Program Director has also been recruited. All the other national networks will henceforth implement a succession plan to ensure institutional memory and growth from within.

WANEP has put in place competent and highly skilled staff both at the regional and national levels. Two new qualified and experienced National Network Coordinators were hired for Mali and Guinea-Bissau and an acting Coordinator in Cape Verde. Various midto-lower level Officers were hired to join the WANEP Program and Administration and Finance Departments in Ghana, Guinea, Guinea-Bissau, Mali, and Senegal. NEWS Managers, NEWS Assistants and Analysts were also hired in Nigeria and Togo to boost the early warning team.

## 1.4. NETWORKS SUSTAINABILITY AND INSTITUTIONAL CAPACITY

WANEP adopts a two-pronged programming approach at both the regional and national levels led by capable staff who work together to contribute their skills and talents towards the actualization of the organization's vision and mission. WANEP employs the WANEP Sustainability Index (WSI) to assess performance of the networks in order to ascertain their strengths, weaknesses, opportunities and threats and identify areas of needed support. Based on the identified gaps, the networks were supported in areas of program planning and implementation, financial viability,

advocacy, establishment of infrastructure and ensuring an enabling legal environment for effective promotion of cooperative responses to violent conflict among civil society based peacebuilding practitioners in the region. The WSI has been instrumental to the significant improvements in the operations and administration of the networks in 2014 as recorded below;

**Monitoring Visits:** To ensure that our interventions make lasting impacts on peace and security in the region, WANEP conducts regular monitoring visits and provides institutional support to all the national networks as part of its policy for effective networking and programme implementation. The visits served to improve result based programming and also provided a unique opportunity for administrative oversight and support, programme design and facilitation skills and general organizational development process. The networks were supported to carry out various activities along the organization's thematic programme areas including; the WIPNET program, Peace Education, Dialogue and Mediation among others. The institutional support continues to sustain WANEP in its peacebuilding and conflict prevention programmes across the region and provides the basis for additional support from other organizations. For instance, in the year under review, about 8 WANEP networks received additional funding or project extensions including; Ghana, Mali, Liberia, Togo, Cote d'Ivoire, Nigeria, Guinea and The Gambia and Sierra Leone among others.

Physical Infrastructure: Another significant milestone stone was the relocation of the WANEP-Senegal office from Ziguinchor to Dakar with notable leverage for WANEP's direct interface with the Senegalese government and development partners. WANEP-Togo and WANEP-Mali also moved into bigger offices to accommodate the staff and ensure appropriate workplace environment. In order to be relevant in today's information technology world, WANEP invested in acquiring modern equipment and software to facilitate the work and communication among our networks. All WANEP offices have functional websites with improved access to the Internet in 2014. The networks also get institutional support in the form of basic equipment to all the 15 National Networks in order to enhance their work.

Provision of Legal Environment: In accordance with the provisions of the General Assembly which is the highest decision-making body of the organization, WANEP boards at the national level have been professionalized. In this wise, new professional board members were elected in WANEP-Ghana, Guinea, Guinea-Bissau, Senegal, Benin and Togo in 2014. The adoption of professional boards in these national networks and organizing annual general assembly meetings as defined in WANEP policy documents is imperative for providing policy direction and oversight function to the networks.

Financial Viability: A key component in WANEP's institutional capacity strengthening is to position the organization to maintain its reputation as an organization with a record of solid financial management. The Finance Manager and a team of two Accountants are responsible for sound financial management practice, ensuring that budgets are well prepared, financial statements and supervision of the accounting department are efficiently done, as well as strengthening WANEP National Secretariats accounting procedures. The financial managers and accountants at the national level regularly undergo trainings and refresher courses in order to meet the challenges posed by financial liquidations experienced in the past and following on the organization's 2013 Audit recommendations. As a result, WANEP financial and procurement systems have improved tremendously recording about 90% liquidation rate in the year under review.

## 2. WEST AFRICA EARLY WARNING NETWORK (WARN)



## 2.1. OPERATIONALIZING CONFLICT PREVENTION MECHANISMS AND RESPONDING TO CONFLICTS

The West Africa Early Warning and Response Network, WARN programme of WANEP seeks to enhance human security in the region by monitoring and reporting on socio-political situations that could degenerate into violent conflicts. In its capacity as the CSO partner to ECOWAS in the operationalization of the ECOWAS Early Warning and Response mechanism, ECOWARN, WANEP has made significant progress in its regional and national early warning and response programmes.

## 2.1.1. INDICATOR DEVELOPMENT, REVIEW AND VALIDATION

The WANEP National Early Warning System, NEWS, is at various operational levels at the national networks. In the year under review, WANEP developed and validated early warning indicators in 2 additional National Networks of Guinea Bissau and Senegal while the E-validation of Ghana indicators was finalized. These context specific indicators were developed in the 3 official ECOWAS languages (English, French and Portuguese). WANEP-Nigeria and Cote d'Ivoire developed 25 context specific indicators respectively for monitoring elections and an election situation brief produced from data collected. The indicator development and validation processes is interactive and brings together relevant stakeholders which further enhances collaboration between WANEP, other CSOs and state agencies on peace and security and provides a better understanding of the workings of NEWS and ECOWARN. It also ensures that the quality and quantity of reports on NEWS and ECOWARN are reliable.

Currently, 12 out of the 15 national networks have vibrant and operational early warning systems having developed and validated their context specific early

warning indicators. Upsurge of violent extremism and fundamentalism in Nigeria and the Sahel as a major threat to peace and security in the West African region propelled WANEP to organise a consultative meeting to develop early warning indicators for the identification and monitoring of the drivers of violent extremism in the region. To this end, 16 indicators for monitoring Violent Extremism was developed and tested and will be adopted into NEWS and ECOWARN. Some of the indicators to be closely monitored include; unusual movement of persons in the community, discovery of small arms, light weapons and I.E.D materials, sudden increase of inciting and radical preaching, increased incidents of rape, abduction/kidnapping of women, increased human right abuses and extra-judicial killings by state and non-state agents among others.

## 2.1.2. TRAINING AND RE-TRAINING OF NATIONAL CONFLICT MONITORS AND NATIONAL ANALYSTS

WANEP has the mandate to provide technical support to the ECOWAS Early Warning Directorate (EWD) in order to ensure that the quality of early warning products submitted to the President of ECOWAS Commission has national ownership. As a key strategy towards actualizing this mandate, NEWS Managers and National Conflict Analysts from the 15 ECOWAS member states are regularly trained and retrained to enhance their knowledge and skills in conflict prevention and mitigation. A total of 49 conflict monitors were trained in Guinea Bissau, Liberia, Senegal and Sierra Leone; while 23 National Conflict Analysts across the zones benefitted from these trainings in the reporting period.

This regular training and re-training of the NEWS personnel including zonal coordinators, national early warning managers, community conflict monitors and analysts has contributed to building their skills for quality management of the NEWS portal and the generation of high quality early warning outputs such



as daily highlights, situation reports, quarterly and annual peace and security reports among others. It also provides opportunity to appraise their roles and responsibilities towards a coordinated approach to early warning. Through this training, the NEWS personnel have improved their analytical and report writing skills, and now have a better understanding of the region's current human security threats.

## 2.1.3. WANEP PEACE MONITORING CENTRE ENHANCED TO INTERFACE WITH ECOWAS SITUATION ROOM

In continuation of efforts to ensure the provision of quality data into ECOWARN, new features were added to the WANEP National Early Warning System (NEWS) portal to improve its efficiency and enhance the interface between the WANEP Peace Monitoring Centre, (PMC) and the ECOWAS Situation Room. The new features have improved performance of the system making it easy to upload large images and attachments in order to facilitate easy and better analysis of qualitative, statistical and quantitative data. In this instance, WANEP-Nigeria has developed a mobile hub to enable a crowd-sourcing functionality on their NEWS portal that is currently on test-run and will be replicated in other ECOWAS Member States. WANEP's well-equipped Peace Monitoring Centre allows for effective and regular collation and analysis of early warning data on human security situation in the region.

## 2.1.4. STRENGTHENING PLATFORMS FOR EFFECTIVE COORDINATION AND COLLABORATION

As the Civil Society partner to ECOWAS in the operationalization of the ECOWAS early warning network, ECOWARN since 2002, WANEP has demonstrated capacity and competence to influence policies on peace and security and complement government's efforts at ensuring the stability of the state. WANEP's commitment to ECOWAS under the Memorandum of Understanding is not only to provide data on ECOWARN but also to support in the analysis of the information and ensure that it is communicated

to responders and the policy makers in a timely and appropriate manner including but not limited to practical options for response.

In this wise, ECOWAS and WANEP held series of debriefing sessions at regional and zonal levels to deliberate on the current peace and security trends in the region towards developing the appropriate response mechanism. The sessions were attended by Heads of ECOWAS Bureau, WANEP Zonal Coordinators, WANEP ECOWAS Liaison Officer, National Analysts and News Managers creating a platform for experience sharing and lessons learned. Under this platform, the NEWS managers and ECOWAS bureau heads are continually kept abreast with the operations of ECOWARN and NEWS and the security situation in the region. Further, these for a have improved the partnership between WANEP and ECOWAS Analysts through regular information sharing, joint planning sessions and regular submission of reports to ECOWARN thus confirming the organization's leading role in coordinating peace and security interventions in the zones.

## 2.1.5. PRODUCTION AND DISTRIBUTION OF EARLY WARNING OUTPUTS

WANEP through its highly developed and well equipped NEWS platforms collates quality data on conflict and human security to facilitate the operationalization of NEWS and ECOWARN. The Early Warning products most especially the Policy Briefs have continued to provide viable policy options and recommendations to ECOWAS and National Governments in preventing conflict and intervening in existing conflicts. A case in point is the policy brief on Burkina Faso which provided accurate



assessment of the political situation in that country and proffered response options. Unfortunately, the failure to adhere to WANEP's early warning as contained in the policy brief resulted in dire consequences as the political crisis in that country degenerated into violence as predicted.

Also, the Burkina Faso Policy brief was presented at an event on Countering Violent Extremism organised by the governments of Denmark and Burkina Faso at the UN Headquarters in New York and it became a source of discussion and reference amongst the key actors at the meeting. WANEP Cote d'Ivoire produced a conflict map covering land disputes, inter-communal violence, natural resources and agro-pastoral conflicts at the request of the Ivorian National Programme for Social Cohesion (PNCS).

#### The following outputs were produced in the year under review

#### POLICY BRIEFs (10 Nos.)

- 1. Burkina Faso's Test of Resilience and Democratic Stability The 2015 Political Dynamics and Drifts, March 2014
- 2. Nigeria's 2015 General Elections: Crumbling or Consolidating Democracy? April 2014
- 3. Ending the Vicious Cycle of Instability in Guinea Bissau: What Next After the 2014 Elections? April 2014
- 4. Election 2015 au Togo: entre doute et espoir, April 2014
- 5. Benin: Correction de la Liste Electorale Permanente Informatisée (LEPI): les germes d'une nouvelle "polémique attentatoire" à la démocratie Béninoise. June 2014
- 6. La Démocratie à La Croisée des Chemins entre Application des Réformes et Probable Reprise des Cycles de Violences Électorales, June 2014
- 7. Face à l'extrémisme violent en Afrique de l'Ouest: le Bénin est-il résilient ou vulnérable? September 2014
- 8. Transitions and Tensions in West Africa: Building on the Strength and Bridging the Gap in the ECOWAS Protocol on Democracy and Good Governance, November 2014
- 9. Niger: la Saga judiciaire de l'affaire dite des "bébés importés" ou la pleine champagne pour la présidentielle de 2016, November 2014

10. Violent Extremism in West Africa: Theatres and Threats to Regional Peace and Security, December 2014

WEEKLY HIGHLIGHTS	49 weekly highlights on human security issues in the region
INCIDENTS REPORTS	2,881 on NEWS and ECOWARN
WEEKLY SITUATION REPORTS	48,486 on NEWS and ECOWARN
Outputs from WANEP Burkina Faso	11 Monthly Peace and Security Report and Conflict Census
Outputs from WANEP Benin NEWS	11 Monthly Peace and Security Report and Conflict Census
Outputs from WANEP Cote d'Ivoire NEWS	11 Monthly Peace and Security Report and Conflict Census 3 Quarterly Bulletins on Human Security 4 monthly situation report on 2015 General elections 3 Situation Brief on Ebola Virus Disease
Outputs from WANEP Ghana NEWS	11 Monthly Peace and Security Report and Conflict Census 3 Quarterly Bulletins on Human Security
Outputs from WANEP Guinea	11 Monthly Peace and Security Report and Conflict Census
Outputs from WANEP Niger	11 Monthly Peace and Security Report and Conflict Census
Outputs from WANEP Nigeria NEWS	11 Monthly Peace and Security Report and Conflict Census
	3 Quarterly Bulletins on Human Security 4 situation report on 2015 General elections 6 Situation Tracking on topical issues especially armed attacks by Boko Haram insurgents Press Release on Abduction of the Chibok Girls
Outputs from WANEP Sierra Leone	4 situation report on 2015 General elections 6 Situation Tracking on topical issues especially armed attacks by Boko Haram insurgents
Outputs from WANEP Sierra Leone Outputs from WANEP Togo	4 situation report on 2015 General elections 6 Situation Tracking on topical issues especially armed attacks by Boko Haram insurgents Press Release on Abduction of the Chibok Girls  11 Monthly Peace and Security Report and Conflict Census 3

## 3. NON-VIOLENCE AND PEACE EDUCATION (NAPE)

#### 3.1. PROMOTING A CULTURE OF NON-VIOLENCE AND SOCIAL RESPONSIBILITY AMONG YOUNG PEOPLE IN WEST AFRICA

## 3.1.1. ENHANCING CAPACITIES FOR NON-VIOLENCE AND PEACE EDUCATION IN WEST AFRICA

Recognizing that a culture of non-violence is imperative for sustainable peace in the region, WANEP developed a guide for the implementation of peace education in formal schools in West Africa as a practical framework for a comprehensive peace education programme. As part of efforts to integrate peace education in schools across the region, WANEP conducted series of activities in the reporting year.

In Burkina Faso for instance, the director of the Curriculum Development at the Ministry of Education committed to lead in piloting the peace education project in the curriculum of 15 selected schools in the country. It has also contributed to the reduction in youth violence and enhanced the sense of responsibility and leadership skills among the pupils.

Using the WANEP peace education manual, a total of 131 teachers and education officers comprising 53 Male and 78 Female were trained in Burkina Faso, Cote d'Ivoire, Gambia, Guinea, Guinea Bissau, Niger, and Nigeria in the review year. In all, 251 teachers/education officers (167 male and 84 female) have participated in the training of trainers on peace education across the 15 member states. The trainings were replicated at various levels in the localities. In Benin, a pamphlet on peace education was published as a guide for integrating the values of non-violence and peace education in the school curriculum from the kindergarten up to university level.





WANEP support to Peace education is in tandem with the promotion of ECOWAS' peace education policy. This will enhance partnership between Ministries of Education and WANEP for the implementation of peace education in schools. These activities have contributed to improving peaceful learning environment in the pilot schools, improving capacity of teachers in managing conflict among pupils/students. In Burkina Faso for instance, the director of Curriculum Development at the Ministry of Education committed to lead in piloting the peace education project in the curriculum of 15 selected schools in the country. It has also contributed to the reduction in youth violence and enhanced sense of responsibility and leadership skills among the pupils. In order to further enhance the peace education programme, WANEP developed specific indicators to monitor and assess the impact of the programme in the selected schools.

## 3.1.2. PEACE EDUCATION AND PEER MEDIATION CLUBS

To further ensure that the trained teachers and students are actively engaged in the peace education and peer mediation initiatives, WANEP facilitated the establishment of Peace Education and Peer Mediation Clubs in the selected schools across the national networks. WANEP national peace education team is providing ongoing capacity building and monitoring of the program to ensure success and continuation. A total of 74 functional peace clubs were established in Togo, Cote d'Ivoire, Liberia, Niger and Senegal so far.

### 4. WOMEN IN PEACEBUILDING (WIPNET)

## 4.1. ENGENDERING PEACEBUILDING POLICY AND PRACTICE IN WEST AFRICA

## 4.1.1. ENHANCING WOMEN'S PARTICIPATION IN PEACE PROCESSES

The Women in Peacebuilding Program, WIPNET, is a platform to support women and build their capacity in the promotion of peace and human security in the region using international instruments including the UNSCR 1325 and the ECOWAS Conflict Prevention Framework (ECPF) as guide and reference. In the reporting period, significant progress was recorded in the WIPNET programme as detailed below;

Experience Sharing Conference: The WIPNET Annual Experience Sharing Conference 2014 focused on the development and implementation of UNSCR 1325 under the theme "UNSCR 1325 in West Africa: Women in Dialogue and Mediation." It was a platform for gender experts across the ECOWAS region to share experiences on progress made in the implementation of UNSCR 1325, and the status of women in mediation in the various countries. This conference opened up avenues for effective collaboration and partnership between the gender ministries and CSOs in the implementation of the National Action Plan on UNSCR 1325 in the 15 ECOWAS member state.

**M & E Training:** Findings from a baseline survey earlier conducted by WANEP in collaboration with ECOWAS revealed that although most West African countries have developed the national action plans for the implementation of UNSCR 1325, progress in this regard was still very slow. Reasons adduced for this critical gap included; lack of coordination, low awareness on UNSCR 1325, lack of a monitoring and evaluation framework among others. In this wise, WANEP partnered with

EXPERIENCE SHARING CONFERENCE ON IMPLEMENTATION OF UNSCR 1325

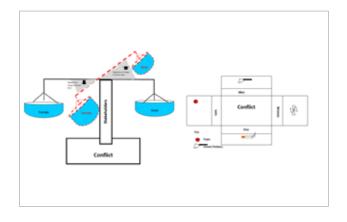
the Women Peace and Security Institute, WPSI of the Kofi Anan International Peacekeeping Training Centre, KAIPTC to build capacity of women in basic monitoring and evaluation concepts. Participants were equipped with basic M&E skills including the concept of result-based management and its importance in tracking progress of implementation of UNSCR 1325. A set of context specific indicators was developed and validated by the participants and will be used to monitor the implementation of UNSCR in their respective countries.

## 4.2. INCREASED GENDER SENSITIVE PROGRAMMING

Mainstreaming gender into peacebuilding has been among the cardinal preoccupations of the West Africa Network for Peacebuilding (WANEP) since its inception. This is in line with WANEP's gender policy which recognizes that gender roles have contributed to discrimination and oppression at regional and global levels. WANEP continues to advocate and ensure the mainstreaming of gender in all its programs and peacebuilding regime.

#### New Tools for Gender Conflict Analysis: The

unique threats to women in conflict situations have underscored the need to apply gender perspectives to early warning mechanisms in order to fashion out appropriate strategies for effective intervention. Consistent with WANEP's policy of ensuring gender considerations in its programming, the organization has developed two new tools "The Brick and The Scale" for analysing conflict with a 'gender lens.' The tools were pilot-tested during training sessions as well as in real conflict situations in Anglophone and Francophone countries for credibility and reliability. The Brick and Scale tools have proved to be important tools for ensuring that conflict analysis reflects gender nuances and improve the quality of response to conflict.



In Gambia, women in the security force were sensitized on 1325 while WANEP-Gambia is a member of the National Steering Committee on UNSCR 1325. WANEP Niger led in the drafting of the National Action Plans on UNSCR 1325 and sensitized women on the resolution. The draft document has been presented to government for consideration. WANEP Nigeria is the only CSO member on the National Steering Committee on UNSCR 1325



#### Publication on Gender-Based Violence Launched:

In the framework of WANEP's partnership with the Crisis Management Initiative (CMI) in implementing the Gender Based Violence and Peace Mediation Project, the two organizations launched a publication on Gender Based Violence in Cote d'Ivoire. The publication is the outcome of two case studies conducted in Liberia and Cote d'Ivoire and serves as a resource for deepening expertise on gender-based violence in peace mediation. The joint project implemented by CMI and WANEP sought to increase gender expertise in local and international mediation teams in West Africa by identifying strengths and shortcomings of existing initiatives on gender-based violence.

Gender mainstreaming initiatives: WANEP Cote d'Ivoire mobilized women groups and civil society organizations to demand for the integration of gender perspectives into the constitution of the Independent Electoral Commission. These efforts were rewarded with the appointment of a woman to represent civil society on the commission; bringing the number of women to four in the 17-member commission. WANEP Benin with support from GIZ trained 25 participants (11 women, 14 men), from 21 member-organizations on mainstreaming gender in managing civil society organizations. In Liberia, more awareness was created in the fight against Sexual Gender-based Violence (SGBV) with the production of radio jingles and IEC materials.

#### 4.3. PROMOTING WOMEN ISSUES

#### Sensitization and Consultations on UNSCR 1325:

At the national level, consultations on development of the NAPs for the implementation of UNSCR 1325 are on-going with key partners and relevant stakeholders. WANEP Benin has set up a committee to follow-up on the development of NAPs and is utilizing media platforms to generate awareness on the status of UNSCR in the country. In Gambia, women in the security force were sensitized on 1325 while WANEP-Gambia is a member of the National Steering Committee on UNSCR 1325. WANEP Niger led in the drafting of the National Action Plans on UNSCR 1325 and sensitized women on the resolution. The draft document has been presented to government for consideration. WANEP Nigeria is the only CSO member on the National Steering Committee on UNSCR 1325.

In Guinea Bissau, Ms Eunice Maria Da-Conceicao Mendes, newly elected Director of the Commission on UNSCR 1325 organized a dinner for relevant stakeholders to generate awareness on UNSCR 1325. During the meeting, the Minister made the commitment of partnering with WANEP in building the capacity of all the regional focal points of the Gender Ministry in Bissau.

"If WANEP could build the capacity of one person such as Eunice who has become so excellent in her work, I can imagine what will happen if all our regional focal points have their capacity built by WANEP. We need to implement our NAP and women in Guinea-Bissau are strong, they are the fisherwomen of our country, the economy is dependent on them so their welfare through the implementation of our NAP is paramount. I will be writing to WANEP and draw up a plan that will allow collaboration between us."

**Tackling the Ebola Pandemic:** The Women in Peacebuilding, WIPNET programme of WANEP, carried out series of activities through the national networks as part of its contributions to fight against the Ebola pandemic. WANEP issued a press release on the impact of Ebola on the lives and livelihoods of communities across the region and especially women's vulnerability due to their roles as primary care-givers. WANEP became the first CSO to recognise Ebola as a human security issue and thus refocused the attention of the international community to the socioeconomic and security implication of the pandemic.



**EBOLA SENSITIZATION CAMPAIGN IN MALI** 

WANEP's deliberate efforts to prepare women for leadership positions in their communities continued to yield results in 2014:

In Cote d'Ivoire, WANEP led in ensuring gender balance in the constitution of the Independent Electoral Commission which resulted in the appointment of a woman to represent civil society on the commission bringing the number of women to four in the 17-member commission.

In Nigeria, the women of Uneme community in Edo state mobilized funds and single-handedly built a classroom block for a primary school in their community following on their training on income generation by WANEP-Nigeria.

In Gambia, a beneficiary of WIPNET training is now a member of parliament while another woman in Cape Verde was elevated to the position of Director of the Commission on UNSCR 1325

At the national level, series of sensitization activities in the form of panel discussions on radio and television, phone-in programmes, public outreaches and distribution of Information, Educational and Communication (IEC) materials were conducted towards preventing the disease and curtailing its spread. This initiative contributed greatly to ensuring that the public has the right information to prevent and respond to the Ebola outbreak. A major challenge in the fight against Ebola is the lack of basic commodities and the requisite resources for preventing and responding to the pandemic. Thus, the provision of hand washing items and sanitizers is to promote sanitation measures that will enable the populace to practice healthy lifestyles to protect themselves and their families from the virus.

Celebrating Women Achievements: As part of deliberate efforts to push women issues on the front burner and in line with its gender considerations, WANEP made deliberate efforts to promote and publicize women issues and concerns in the review year. Social media platforms were utilized to celebrate women's achievements and contributions to peace and security and the unique role they play in the peace process especially at the community level. WANEP regional and National offices produced press releases to mark international events and celebrations of women. These resources have contributed to agenda setting and are often quoted in the public domain.



THE VICE-PRESIDENT OF THE REPUBLIC OF LIBERIA (MIDDLE) AND THE NNC OF WANEP LIBERIA AT A WIPNET ACTIVITY

#### 4.4. EMPOWERING WOMEN FOR LEADERSHIP

The WIPNET Program is mandated to create a critical mass of women to take up leadership positions and impact on their communities. A key strategy in fulfilling this mandate is by building women's capacity through trainings, coaching and mentoring so they can contribute their quota in the peace process. Women were trained in dialogue and mediation, skills acquisition, leadership skills among others. As a result of these initiatives, much progress was made during the year.

In Benin, 95 women have so far received training in negotiation, dialogue and mediation. The women formed a database of women mediators and are consistently called on to mediate in community conflicts.

- In Gambia, one of the women who benefitted from the UNDEF funded project 'Enhancing Women Participation in Democracy,' implemented by WANEP-The Gambia is now a member of parliament.
- WANEP Cote d'Ivoire led in ensuring gender balance in the constitution of the Independent Electoral Commission which resulted to the appointment of a woman to represent civil society on the

- commission bringing the number of women to four in the 17-member commission.
- 300 women acquired skills in leadership, incomegeneration, literacy programs, and dialogue and mediation and now participate effectively in the post conflict reconstruction process.
- WANEP Nigeria built capacities of women from fourteen communities in five states of Nigeria on income generation. Following on this, the women of Uneme community in Edo state mobilized funds and single-handedly built a classroom block for a primary school in their community.
- Increased relevance and participation of women on the peace table. WANEP-Nigeria was commended for its contribution to the peace process in two communities in Edo state by the traditional ruler of Abraka Kingdom, His Royal Majesty Rtd Air Vice Marchal Lucy Ochuko Ararile Avweke1, Ovia of Umiaghawa
- Ms Eunice Maria Da-Conceicao Mendes
   participated in the WIPNET Experience sharing
   conference in her capacity as Secretaire Executif
   de la commission de la Resolution 1325 in Guinea
   Bissau but has now been elevated to the position
   of Director of the Commission on UNSCR 1325. She
   shares her testimony below;

"My first contact with contact with the Women in Peacebuilding Program (WIPNET) was as a participant in the Experience Sharing Conference on UNSCR1325 in April 2014 in Abuja which I attended in my capacity as Secretaire Executif de la commission de la Resolution 1325 in Guinea Bissau then. That exposure changed my perception of the resolution and I began to understand it much better and realized we have not done much in its implementation here in Bissau. I also underwent training on M&E organized by WANEP and KAIPTC. With the skills I got from the training and my new level of awareness on the resolution, I became the primary advisor to the President of the Commission on UNSCR1325 and was subsequently elevated to the high office of Director of the Commission on UNSCR1325.

I owe it all to WANEP for the exposure and the training which has built my skills and given me more knowledge and understanding about the resolution. Now the President and even the Minister all depend on me for so much in the implementation of UNSCR1325." - Ms Eunice Maria Da-Conceicao Mendes

## 5. CIVIL SOCIETY COORDINATION AND DEMOCRATIC GOVERNANCE PROGRAM (CSDG)

## 5.1. PROMOTING AND DEEPENING DEMOCRATIC GOVERNANCE, HUMAN SECURITY AND CONFLICT PREVENTION

#### 5.1.1. BUILDING STRUCTURES FOR PEACE

In line with WANEP's mandate to establish sound structures for promoting peaceful democratic structures, WANEP through its highly developed Peace Monitoring Centre, PMC, develops indicators, generates and analyses information on electoral processes and makes policy recommendations, which are made available to relevant stakeholders including the ECOWAS and AU Commissions. In the review year, WANEP has set up Election Barometers (Situation Rooms) in Nigeria, Cote d'Ivoire and Burkina Faso in preparation for the upcoming elections in those countries in 2015.

WANEP-Nigeria has also introduced a monthly publication titled; Election Situation Brief that that informs ECOWAS commission, Nigeria Security agencies, Media, INEC and the major stakeholders in peace and security in Nigeria of the proximate risk factors emerging from monitoring the electioneering process leading to the 2015 General Elections. The data for the analysis is derived from pre-determined indicators and it captures trends and patterns of threat with violent implications before, during and after general elections in Nigeria. Specifically, 25 special indicators for election monitoring has been developed for Nigeria and 24 for Cote d'Ivoire respectively. In addition, WANEP-Nigeria has developed content specific indicators for monitoring violent extremism that usually escalates during the electioneering process and to assess its impact on the ECOWAS development and integration agenda





WANEP PAYS A COLURTESY CALL ON THE CHAIR OF INECL NIGERIA

#### 5.2. COLLABORATIVE APPROACHES

As part of WANEP's collaborative approach to promoting peace and stability in the region, the organization held a two day Multi-stakeholders National Consultation in Nigeria to assess the state of readiness of key institutions and stakeholders to prevent and mitigate threats to peaceful conduct of the 2015 general elections in the country.

The forum was chaired by the representative of Professor Attahiru Jega, Chairman of the Independent National Electoral Commission (INEC) Nigeria and created space for information exchange on the electoral process and collaboration between key stakeholders including state and non-state actors from Nigeria, Ghana and Sierra Leone, CSOs, ECOWAS, representatives of political parties, media, international development partners and election management bodies. Strategic partners including His Excellency the Ambassador of Austria to Nigeria was also in attendance. Proceedings from the meeting were translated into a policy brief to inform policy makers on their roles and responsibilities for ensuring peaceful elections in Nigeria.

At the national level, WANEP-Nigeria partnered with the United States Institute for Peace, USIP to hold a Strategic Joint Planning Workshop on Preventing Violence in Nigeria's 2015 General Election which led to the formation of CONEN- a coalition for non-violence elections in Nigeria. Members of the coalition comprising government and nongovernmental institutions working in elections for 2015 committed to undertake nationwide awareness campaigns to sensitize the populace especially the youth on nonviolence in the general elections.

These collaborative approaches are yielding results at all levels; for instance, in Nigeria, Prof Attahiru Jega, the Chairperson of Nigeria's Independent Electoral Commission has committed to work with WANEP in harmonizing a broad based standard framework for monitoring and analyzing violent threats to Nigeria's general election.

#### 5.2.1. LEARNING AND KNOWLEDGE SHARING

WANEP is committed to promoting cooperative responses to violent conflicts and West Africa's socio-cultural values as resources for peacebuilding. In the spirit of learning by doing and utilizing lessons learned to inform on-going programming, WANEP brought together 22 stakeholders comprising (13 women and 9 men) stakeholders who contributed significantly to promoting peace during the 2012 presidential elections in Ghana. The mix of stakeholders included Traditional Rulers and Queen Mothers, Civil Society, the police, representatives of the Electoral Commission of Ghana and the National Peace Council.

These stakeholders played very critical roles to ensure peaceful electioneering process in Ghana in 2012 through WANEP under the STAR-Ghana supported project titled; Transforming the Culture of Political Violence: Building Capacity for Response. The lessons learned fora was to share success stories, best practices and lessons from the 2012 elections and identify strategies for sustaining peace in preparation for the 2016 elections in Ghana.

## 5.3. POLICY INFLUENCING AND ADVOCACY INITIATIVES

WANEP is actively engaged at the national level in promoting sustainable peace and deepening democratic governance. In this regard, WANEP networks have made significant progress in achieving these key objectives as detailed below;

WANEP Benin with support from OSIWA set up a CSO coalition to advocate for the enactment of the access to public information bill which is currently in parliament awaiting enactment into law. The network also conducted series of trainings on democratic



WANEP BENIN LAUNCHES THE DISTRIBUTION OF BENIN ELECTORAL CODE

governance and conflict prevention, reproduced and distributed 1,750 free copies of the country's electoral code to support the prevention and management of electoral disputes.

WANEP Guinea Bissau conducted peace campaigns and tours and distributed IEC materials to educate the populace on the importance of peace and the need to have a violence-free, fair and credible election. Over 2,000 people across all the regions were reached with these messages.

WANEP Liberia developed an Advocacy Campaign Policy with inputs from the Norwegian Refugee Council in Liberia. The document will be submitted to the government upon completion and is expected to provide guidelines on effective advocacy.

In Sierra Leone, WANEP facilitated the inclusion of 70 young people (35 male, 35 female) from seven districts to serve as 'Community Mobilizers' on the constitutional review process.

WANEP Togo collaborated with Radio Ephphata to present a live bi-weekly radio programme on good governance towards the reduction and prevention of electoral violence in the country. WANEP's Practice Guide on Election Dispute Management for West Africa is used as resource for the discussions.

WANEP Nigeria under the humanitarian project supported by Oxfam Novib titled, "Strengthening Humanitarian Coordination Project in Nigeria", carried out series of advocacy visits to sensitize relevant state and non-state actors critical to the review and development and adoption of contextualized, gender sensitive and multi-hazard contingency plan for benefitting states of Oyo, Cross River and Enugu State. As a result the Oyo state government through the State Emergency Management Agency (OYOSEMA) partnered with the network to conduct a 3-day workshop to develop community based, gender sensitive, multihazard contingency plan for the state in line with the eight sectors identified in the National Contingency Plan. The plan has been adopted as a working document for effective humanitarian response in the three target states. Also, the network paid advocacy visit to the newly elected DG of IPCR which resulted to a resolution by the two organizations to develop a workable MOU for the implementation of peace education in primary and post-primary schools in Nigeria.

Advocacy visits to government in the Gambia led to the support to ratify the Mine Ban Treaty (MBT), Small Arms and Light Weapons (SALW) and the Cluster Munitions Convention (CMC). An inter-governmental Technical Committee was established at the end of the Conference to facilitate the ratification process. Currently the Cabinet paper is in progress for submission to Parliament.

## 5.4. BUILDING CAPACITIES FOR ELECTION DISPUTE MANAGEMENT

It has been established that most recent intra-state conflicts in West Africa are directly or indirectly linked to the electioneering process – before, during and post-election phases. Most of these issues result from poor election management. Recognizing the critical role of Election Management Bodies for effective dispute resolution especially during the electoral process, WANEP designed a capacity building project on dispute management for EMBs in West Africa as part of contributions to the overall democratic stability and peace in the region. The project involves building capacities of EMB personnel on conflict management and resolution to enable them engage effectively with various political stakeholders during the election process.

Under this project, the organization has successfully conducted series of capacity building training in Election dispute management for EMB personnel who play significant roles in election management. So far, three of such trainings have been conducted for participants across the region drawn from both Anglophone and francophone countries of Guinea Bissau, Mali, Niger, Senegal, Benin, Nigeria, Ghana and Liberia in preparation for upcoming elections in those countries.

The trainings are conducted by seasoned facilitators with requisite skills in peacebuilding using the WANEP Election Dispute Management Training Manual and attended by high-level officials from the EMBs, civil society representatives and other relevant stakeholders. These trainings have improved the mediation skills of EMBs and the application of same in managing expectations and differences. It has further enhanced the EMB personnel's understanding of ECOWAS protocols on democracy and Good Governance and its relationship with national laws and elections.

- At the national level, WANEP the Gambia partnered with the Electoral Institute for Sustainable and Democratic Assistance (EISA) of South Africa to train international observers on the electoral processes in the country.
- In Liberia, 20 community based monitors were trained to monitor and follow up on court proceedings under the Accessing Transparent Justice Program. The training has helped to accelerate court processes and improve coordination between the relevant court personnel such as the local Police, Women and Children Protection Unit, Prison Compound, Circuit and Magisterial Courts in the six counties.
- 60 participants comprising 35 males and 25 females including chiefs, CSOs and selected community members from targeted chiefdoms benefited from a three-day capacity building training on democratic principles. The training was to foster better understanding of accountability and participatory governance, provisions of the Chieftaincy Act (2009), Local Government Acts (2004). One beneficiary from the training said; "As traditional leaders, trainings of this nature were in high demand and we appreciate WANEP for the support and look forward to applying the skills gained from this training opportunity to benefit our people" Paramount Chief Fatmata Kajue-Koroma;

#### 5.4.1. ELECTION MONITORING AND OBSERVATION

As the leading civil society organization for peace and security in West Africa and the CSO partner of ECOWAS in the operationalization of the ECOWAS Early Warning Mechanism (ECOWARN), WANEP has proven track record in election monitoring, observation and analyses. WANEP's highly skilled staff at both regional and national levels has been participating actively in the ECOWAS observation mission. In October 2014, two Regional staff participated in the AU observation mission to Mozambique.

## 6. RESPONDING TO CONFLICTS THROUGH DIALOGUE, MEDIATION AND RECONCILIATION



PROMOTING COMMUNITY LEVEL DISPUTE RESOLUTION THROUGH DIALOGUE IN KPEMALE, GHANA

## 6.1. ESTABLISHING PLATFORMS FOR EFFECTIVE PEACEBUILDING

WANEP utilizes dialogue, mediation and reconciliation platforms as a strategy for the settlement of conflict especially at its nascent stages. Under this platform, the organization facilitates supports and promotes efforts towards the establishment of national infrastructures for peace in collaboration with strategic partners and relevant stakeholders. Much progress was made in this regard at the national level in the review period as follows;

WANEP-Cote D Ivoire and the National Programme for Social Cohesion (PNCS), with technical support from the WANEP Regional Secretariat have taken great strides to establish a national peace council taking inspiration from the Ghana example. The discussions for this commenced four years ago and in the reporting period, an advocacy plan was developed to guide the drafting of a bill that will legalize the establishment of the infrastructure. The plan includes massive sensitization campaigns to rally support from key state institutions to facilitate passage of the bill when it is eventually presented to the national assembly. In this wise, the two partners paid advocacy visit to the Director and the president of the Constitutional Court to brief them on progress as well as solicit for their support.

WANEP-Ghana recorded a resounding success in its efforts for a peaceful resolution of the protracted conflict in Kpemale with the conflicting parties, the Bimobas and Konkombas unanimously embracing dialogue to settle their issues and committing to live in peace agreed to eschew violence and live in peace and harmony. The network also facilitated the formation of the Coastal Platform for Peacebuilding (COPP) in the Western region and formation of a network of women mediators at the local level. The women mediators are women who benefitted from the various WANEP capacity building programs on dialogue and mediation and will mentor other women as part of strategies to increase women participation in community dialogue and mediation. The COPP members are regularly mentored by the network and are actively contributing to peacebuilding efforts by mitigating conflicts around the oil and gas sector.

WANEP Guinea Bissau, under the cross-border programme initiated a reconciliation process between rival groups of the Movement of Democratic Forces of Casamance, MFDC and held several meetings with leaders of the two factions Mr. Ibraima Compasse and General César Atoute Badiate respectively.

In Cote d'Ivoire, 30 youth leaders from various political parties were trained on dialogue and mediation as a key step to address political rivalry in the country. The trained youth leaders have become peace advocates and are now reaching out to other youth in their localities on the need for non-violent approach to conflict resolution and promotion through regular radio programmes.

WANEP Sierra Leone - A total of 660 people comprising 300 females and 360 males including chiefs, CSOs and chiefdom peace committees were trained in Sierra Leone on leadership, dialogue and mediation in 44 chiefdoms in four target districts. This is to enhance the skills of traditional and community leaders on dialogue and mediation to enable them mitigate communal conflicts.

#### 6.2. FORGING STRATEGIC PARTNERSHIPS FOR CONFLICT TRANSFORMATION AND PEACEBUILDING

WANEP's approach to conflict transformation and peacebuilding is to work with diverse actors at the national, regional and international levels to establish platforms for sharing experiences and best practices so as to avoid duplication of efforts. WANEP believes that sustainable peace can only be achieved through collective efforts. In the review year, the organization engaged with several partners at the national and international levels and utilized various platforms to actualize this mandate.

MSN Meeting: In its capacity as a member of the Mediation Support Network (MSN) WANEP participated and made significant contributions in two MSN meetings held during the reporting year. In March 2014, an MSN meeting under the theme "Transforming Societies through Peace Mediation: A Critical Reflection from the MSN," was held to explore policy options for practical conflict transformation interventions that could enhance mediation efforts and contribute to stability and sustainable peace in the region. Another MSN meeting took place in November in Mexico and focused on inclusion and participation in mediation processes. These meetings provided the platform for WANEP to share case studies on local level mediation efforts using a bottom-up approach at transforming relationships between the communities and creating policy framework for structural change. Experience garnered at the MSN meeting is contributing to the nature of support WANEP is giving to the newly established Mediation Facilitation Division of ECOWAS and the recommendation to the AU Panel of the Wise during the 10th anniversary of the PSC.

NPI, WANEP Host Seminar on Truth and Reconciliation: The Nairobi Peace Initiative – Africa (NPI-Africa) partnered with WANEP with support of the International Development Research Centre (IDRC) to hold a Seminar on "Roles, Lessons and Challenges of Truth and Reconciliation Commissions in Africa's



WANEP-GUINEA BISSAU DELEGATION IN A DIALOGUE MEETING WITH REBEL LEADERS IN CASAMANCE

Transitional Justice," on August 7, 2014. The Program Director of WANEP, Mr Chukwuemeka Eze in his address at the occasion reiterated that solving African problems by Africans could only be achieved by establishing concrete mechanisms for the application and operationalization of indigenous African solutions. A book titled "Stretching the Truth: The Uncertain Promise of TRC's in Africa's Transitional Justice", authored by George Wachira with Prisca Kamungi and Kalie Sillah was launched at the event.

WANEP shares experience on peacebuilding practice: WANEP in her capacity as a member of the Peace and Conflict Resolution Education Working Group of the Global Partnership for the Prevention of Conflict (GPPAC), was represented by the Communications and External Relations Officer, Mr. Francis Acquah-Aikins at the 8th Annual International Conference on Conflict Resolution Education (CRE). The conference was hosted by The School for Conflict Analysis and Resolution at George Mason University, Fairfax, Virginia Campus in June 2014. WANEP shared experiences about its work and the impact it is making in West Africa through the development of strategic training resources in conflict resolution and transformation and the strides it is making in training peacebuilding and development practitioners, across the region through the West Africa Peacebuilding Institute (WAPI).

WANEP Guinea held several partnership meetings to explore new partnership opportunities to expand its funding base. The meetings are yielding results as the network has commenced modalities for signing a Memorandum of Understanding (MOU) with Child Fund to consolidate their collaboration.

WANEP Mali: WANEP is leading the implementation of a human security project in Mali in collaboration with GPPAC and Human Security Collective (HDI). Other partners such as the World Bank have also indicated interest in partnering with the network specifically on assessing the post-conflict reconstruction and development process in Northern Mali.

WANEP Niger signed a Memorandum of Understanding, MOU with the government of Niger through the High Authority for the consolidation of Peace, HACP. Based on WANEP's track record in promoting sustainable peace, the MOU is to support the Government of Niger and its relevant agencies in their efforts to consolidate peace in the country.

WANEP Senegal which experienced some constraints earlier in the year occasioned by moving offices from a rural community to the capital is slowly revamping itself to becoming a viable peacebuilding network. In the review period, the network paid advocacy visits to several potential partners to re-introduce the organization and explore areas of possible collaboration.

WANEP Mali: WANEP is collaborating with the Human Development Collective (HDC) and GPPAC to implement a Human Security project in Mali. The project is already receiving rave reviews since its launch. The network embarked on advocacy visits an entry point for the full implementation of the project and provided a platform to identify relevant stakeholders to engage with the communities.



WANEP AT THE UN GENERAL ASSEMBLY PANEL ON HUMAN SECURITY IN MALI



### **NNCs**

- 00 Emmanuel Bombande-Regional Secretariat
- 01 Boris Some WANEP Burkina
- 02 Alfred Gomis-WANEP Senegal03 Cesar Fernandes WANEP Guinea Bissau
- 04 Claudine Kpondzo-Ahianyo -WANEP Togo
- 05 Clement Kocou Gbedey-WANEP Niger
- 06 Coulibaly Tiohozon-WANEP Cote d'Ivoire
- 07 Edward Jombla-WANEP Sierra Leone

- 08 Ifeanyi Okechukwu -WANEP-Nigeria
- 09 Isaac Bayor -WANEP-Ghana
- 10 Jean Millimouno WANEP Guinea
- Julien Oussou -WANEP Benin 11
- Mahamady Togola -WANEP Mali Victoria Wollie WANEP Liberia
- 14 Pamela Kehinde Cole -WANEP-The Gambia
- Antonio Palazuelos WANEP Cape Verde

#### WEST AFRICA NETWORK FOR PEACEBUILDING (WANEP) OFFICES IN WEST AFRICA **OFFICES / CONTACT ADRESS COORDINATORS**

#### **WANEP REGIONAL OFFICE**

C542/18 Ashiakle Street Extension, Abelemkpe P.O. Box CT4434, Cantonments, Accra-Ghana, West Africa

Tel: +233-030-2-775975, 775977, 775981, 775989

Fax:+ 233-030-2776018 ebombande@wanep.org wanep@wanep.org; Warrepwyorep.o.g, Website: www.wanep.org (Executive Director)

WANEP BENIN Lot 1191 "Q" Cadjehoun-Kpota, Immeuble ADJIBI, à Côté de la mosquée de Cadjèhoun, 3ème étage, aille gauche. 01 BP 5997 Cotonou Bénin Tél: Office +229-21309939 Tél: Uffice +229-21309939 Cel : + 229 97609605, 95 73 39 52 wanep-benin@wanep.org; wanep\_benin@yahoo.fr junlouss@yahoo.fr Julien N. Oussou

## WANEP- BURKINA FASO

11 BP 878 Ouagadougou CMS 11 Burkina Faso; Tel: office 226 5050 57 14 Cell: +22670455832 nanabs79@yahoo.fr wanep-burkinafaso@wanep.org Boris Some (National Network Coordinator)

(National Network Coordinator)

#### WANEP CAPE VERDE

Contact wanep@wanep.org for any enquiry

#### WANEP - COTE D'IVOIRE

09 BP 3320 Abidjan 09; Cocody 2 plateaux Aghien SICOGÍ A Bat G Porte 78 Tel: + 225 22423339 Cel: +225 67 20 75 15 + 225 05 677 677 +225 08 14 22 48

Email: wanepci@yahoo.fr; wanep-cotedivoire@wanep.org tiohocoul@yahoo.fr Ibrahima Tiohozon Coulibaly (National Network Coordinator)

#### **WANEP - THE GAMBIA**

Off Mama Yakume Avenue South Atlantic, Fajara P.O. Box 2252 SK KMC, The Gambia Tel: (office) +220 7781650, 9605885 Mob: + 220 9934349, 7934349 Email: pcole@wanep.org; kehindecole@yahoo.com wanep-gambia@wanep.org;

wanepgambia@yahoo.co.uk; info@wanepgambia.org Website: http://www.wanepgambia.org Pamela K. Cole (National Network Coordinator)

#### WANEP - GHANA

Post Office Box 963 House # 38 lv , Choggu Maanayili, Nobisco Link ROAD Tamale- Northern Region Tel (off):+233 3720 22464 Mob: +233 243 329 423 Email:ibayor1@gmail.com wanep-ghana@wanep.org; Website: www.wanep.org/wanep/networks-ournetworks/ griana.ntml Isaac Bayor (National Network Coordinator)

### WANEP-GUINEA

Rue de Madina marché, quartier Dixinn Dispensaire, Tél:+224 62 65 90 62/64 27 25 86/67 29 69 98 BP : 4331 Conakry, République de Guinée E-mail: wanep-guinea@wanep.org jmillimouno@yahoo.fr; wanep.guinee@yahoo.fr Jean MILLIMOUNO (National Network Coordinator)

#### **WANEP BISSAU**

Av. Dom Settimio Arturro Ferrazetta, Bairro de Luanda C. P.: 1145, Bissau. Tel: +2455968565/5774313 Email:wanepbissau@yahoo.fr; wanep-guineabissau@wanep.org cerandes77@hotmail.com Cesar Fernandes

#### WANEP-LIBERIA 19th Street Sinkor.

Cheeseman Avenue

Monrovia. Liberia Tel: +231 22001463/22001466 Email: wanep-liberia@wanep.org; mayea2003@yahoo.com Victoria Wowa-Herbert Wollie

(National Network Coordinator)

(National Network Coordinator)

#### **WANEP NIGERIA**

Plot 30, Oba Babington Ashaye Crescent Omole Phase 1, Ojodu Berger Tel: +2348062072468 mobile: +234-803 830 6615 Email: iokechukwu@wanepnigeria.org

mails4tcelifa@yahoo.com website: www.wanepnigeria.org Ifeanyi Okechukwu

(National Network Coordinator)

## WEST AFRICA NETWORK FOR PEACEBUILDING (WANEP) OFFICES IN WEST AFRICA OFFICES / CONTACT ADRESS COORDINATORS

#### **WANEP SENEGAL**

Tel: +221775511420 Email alfredgomis@hotmail.com wanep-senegal@wanep.org Alfred Gomis (National Network Coordinator)

#### WANEP SIERRA LEONE

48 Wellington Street
Freetown, Sierra Leone
P.O. Box 657
Tel:+ 232 22 226 284
+232 33 644 242, 76 644 242
Email: ejombla@wanep.org
wanep-sierraleone@wanep.org
edijombla@yahoo.co.uk
Edward Kingston Jombla
(National Network Coordinator)

## WANEP TOGO

Rue Doupouli, Tokoin cassablanca, Lomé Tel: +228 2220 6279, 22354800 +228 9016 3824, 9947 55 94 +228 90068379 / E-mail: wanep-togo@wanep.org;

E-mail: wanep-togo@wanep.org; waneptogo@yahoo.fr Claudine Ahianyo-Kpondzo (National Network Coordinator)

## WANEP-MALI

Torokorobou Rue 228 Porte 28,
Tel: + 223- 44 39 22 01
Mob: +223 - 76 13 68 72- 66 91 82 78
E-mail: mtogoss@gmail.com wanepmali@gmail.com, www.
wanepmali.org
Mahamady TOGOLA
(National Network Coordinator)

#### WANEP NIGER

Niger Adresse:
Nouveau Marché Rue Ex OFEDES
BP 842 Niamey, République du Niger
Tel: +22790626342; +22796972753
Email: cgbedey@wanepniger.org;
clementkocou\_gbedey@yahoo.fr
wanep-niger@wanep.org
wanep@wanep.org;
Clément Kocou GBEDEY
(National Network Coordinator)